



APPENDIX A –

Project Management Team and Stakeholder Working Group

Introduction

The City of Cincinnati has had a rich history of providing inter- and intra-urban rail service to its citizens. In the recent past, this network provided a catalyst for growing downtown businesses and supplied workers from ethnic neighborhoods developing around the urban core.

According to sources, the Cincinnati Street Railway Company operated streetcars, and later buses between the years of 1859 to 1952. In 1952, the company was renamed the Cincinnati Transit Company and focus shifted to providing a rubber tired transit network. As such, streetcar travel within the City was discontinued in 1951 to favor the perceived more versatile bus. Since that time, buses have been the primary movers of people within the city.

Even more recently, the expansion of outlying suburban communities and the associated reliance on automobiles has changed the flavor of these historic downtown neighborhoods as accommodations for parking was never the intention. Since the arrival of the automobile, this lack of parking and immediate and convenient access has severely limited commercial and residential growth opportunities within these older neighborhoods, particularly Over-the-Rhine (OTR).

Within the last ten years, the City has experienced a renewed interest in rail transit, including a revival of the streetcar within the heart of the City. During the planning and construction of Fort Washington Way and the new riverfront stadiums, accommodations were made to include the potential light rail lines proposed from previous planning efforts. Currently, a transit center is incorporated into the Freedom Center in anticipation of some type of rail system. In addition, corridors and approaches have been designed to easily accept light rail vehicles sometime in the future. When the funding of the MetroMoves Plan was defeated by the voters of Hamilton County, the light rail initiative was put on hold.

Since that time, the Ohio Kentucky Indiana Council of Government (OKI) approved funding for a feasibility study of a potential transit loop system connecting downtown Cincinnati with Covington and Newport in northern Kentucky. This study, referred to as the *Central Area Loop Study* was completed in October 2001 and highlighted opportunities to further refine the use of light rail, streetcars and buses to move people within the central cities and provide an efficient connector between local attractions and businesses within the downtown.

At the request of the City of Cincinnati, HDR Engineering, Inc. (HDR) was tasked with examining the feasibility of implementing a streetcar system within the central business district and immediately surrounding neighborhoods.

Study Purpose and Project Limits

Similar to other Ohio cities, the City of Cincinnati has experienced a disconcerting trend of diminishing residential and commercial opportunities within the CBD. With the continued exodus of residents, local community and business leaders are focused on strategic investments to reverse the current trend.





One opportunity that has proven to be an economic driver in various cities across the country is the reintroduction of the streetcar network. Based on the models from other successful implementations, the City has undertaken this study to in essence quantify costs and benefits within the city's CBD and provide a guidance document to decision makers. Specifically, the City of Cincinnati has identified streetcar transit as a potential tool for improving local circulation, supporting intense and sustainable redevelopment, and complementing the other components of the regional transportation system. The consultant team was tasked with delivering a study which quantified these opportunities and provided a framework for continued study.

In general terms, the purpose of the streetcar project is to improve transit service and local circulation to support existing and proposed development in identified corridors in the City of Cincinnati. It was also critical to connect downtown attractions and destinations, provide a connection to the existing bus network, connect businesses to potential residential developments and ensure the inclusion of future transit opportunities.

A Project Management Team (PMT) was initially established with the primary purpose of managing the project and providing regularly scheduled review and input as the study progressed. The PMT met in person multiple times during the study, and communicated through regularly scheduled conference calls throughout the planning process. The goals of the PMT as established included:

- Managing the schedule;
- Reviewing deliverables;
- Collecting and assembling information;
- Managing and reviewing input from the Stakeholder Working Group;
- Arriving at an agreeable preferred solution;
- Presenting information to City Council and internal Departments

Specifically, the PMT included the following representatives:

Representative	Organization	Project Role
Michael Moore	City of Cincinnati	City Project Manager
Charlie Hales	HDR	Consultant Project Principal
Dave Vozzolo	HDR	Consultant Project Manager
Reggie Victor	City of Cincinnati	City Project Coordinator
Steve Bergman	HDR	Consultant Project Coordinator
Martha Kelley	City of Cincinnati	City Representative
Eileen Enabnit	City of Cincinnati	City Representative
Chris Nyberg	HDR	Consultant Representative
Judi Craig	PB	Consultant Representative
Fred Craig	PB	Consultant Representative
Khalid Bekka	HDR	Consultant Representative

Technical Advisors were also contacted to meet with the PMT at scheduled meetings and assist in the development and review of deliverables. Acting as Technical Advisors to the PMT were the following representatives:





Representative	Organization	Project Role
Tim Reynolds	SORTA	Technical Advisor
Eric Avner	Cincinnati Business Committee	Technical Advisor
Laura Long	Cincinnati Business Committee	Technical Advisor

The PMT's initial role was to develop Guiding Principles or areas of focus. These four Principles included:

- Applying transit investment to create a more livable and more walk-able community with great streetscapes;
- Connecting venues and activity centers within the city, while encouraging and supporting neighborhood revitalization;
- Providing a catalyst for economic development and redevelopment within the central city; and,
- Focusing initial study area within the City of Cincinnati, specifically downtown and adjoining neighborhoods.

Based on these principles, the group determined that the following Goals and Opportunities would serve as a guide throughout the development of the feasibility study of the proposed streetcar:

Goal 1: Improve mobility and connectivity within downtown Cincinnati.

- Provide convenient access and local circulation for major employment, commercial, recreational, and cultural activity centers;
- Provide better connectivity between neighborhoods and activity centers;
- Provide an attractive means of transportation for residents, workers, customers, and visitors; and,
- Improve access and opportunities for transit-dependent populations.

Goal 2: Support existing and proposed development in downtown and surrounding neighborhoods in the City of Cincinnati, creating a more livable and more walk-able environment.

- Consider transit investment that supports the existing and planned built environment and which minimizes adverse impacts;
- Consider transit investment to help shape urban form through reinvestment along selected corridors and neighborhoods;
- Encourage neighborhood revitalization and livable and walk-able communities through development of good streetscapes and pedestrian environment;
- Link key destinations in the corridor;
- Capture the economic benefit resulting from improved transit service and mobility in these areas; and,





- Maximize energy efficiency of the transit operation and minimize negative impacts on historic, archaeological, traditional cultural places, parklands, and other public recreation areas.

Goal 3: Maximize the efficiency and effectiveness of the local and regional transit system.

- Attract new riders to the local and regional transit system by providing a convenient, frequent, reliable, and attractive streetcar transit service;
- Integrate the planned streetcar line or lines with the overall transportation system, complementing and ensuring compatibility with the existing and planned street and roadway network and transit system;
- Provide convenient access to the transit system using various modes and means of travel (e.g., pedestrian, bicycle, bus, automobile);
- Develop safe, comfortable, and convenient transit facilities, including stations and stops;
- Provide viable mobility options to discourage increased single occupancy vehicle use in the CBD and already congested roadway network;
- Compliment previous planning studies and planned multimodal operations; and,
- Identify suitable sites for a streetcar maintenance facility.

Goal 4: Provide a transit investment that is affordable, in terms of capital and operating expenses, and is implemented on a fast track.

- Select and implement the most effective streetcar starter line that is affordable and manageable while yielding significant transportation and development benefits;
- Minimize capital costs (e.g., not design elaborate stations and systems, generally street running operation, no grade separations, no park and ride lots);
- Develop sustainable systems which maximize revenues and minimize net operating and maintenance costs;
- Fast track the planning and design period;
- Leverage other public and private funding whenever possible; and,
- Maximize public-private partnership opportunities.

One of the underlying principles guiding the feasibility study was to initially focus on streetcar investment within the boundaries of the City of Cincinnati, with particular emphasis on downtown and immediately surrounding areas. The study area for consideration of a starter streetcar line is bounded by Liberty and McMicken Avenue to the north, the Ohio River to the south, I-71 to the east, and I-75 to the west.

Potential system extensions may consider adjoining communities beyond this initial study area to ensure that future expansion opportunities were not precluded.





Stakeholder Working Group

A successful public involvement effort is enhanced by the identification and participation of the key stakeholders or individuals and groups who have a vested interest in the project. Stakeholders not directly affected, but viewed as community leaders or those with specialized knowledge or financial resources, could also be considered as key to the implementation of recommendations and valuable participants in the study.

Completion of the Cincinnati Streetcar Feasibility Study included a Stakeholder Working Group (SWG) supporting the City and consultant team in the successful completion of the following activities:

- Confirming the goals and underlying assumptions for the Streetcar Feasibility Study;
- Prioritizing community goals and objectives for potential streetcar transit investments;
- Offering constructive input throughout the study process as needed;
- Reviewing and commenting on study deliverables as requested; and,
- Reviewing and commenting on study findings and recommendations.

The SWG worked directly with the PMT throughout the study, particularly at key decision points on identification of the study alignment and early feedback on preliminary study results. The SWG included over 50 individuals representing a diverse group of community, civic and business organizations in the corridor under study. The SWG was based on a cooperative partnership and include the following representatives:

Representative	Organization	Title
Michael Moore	City of Cincinnati	City Architect
Dave Vozzolo	HDR	Vice President
Steve Bergman	HDR	Vice President
Judi Craig	PB	Vice President
Fred Craig	PB	Vice President
Dave Anderson	Children's Hospital	Vice President
Eric Avner	Cincinnati Business Committee	Associate Director
Tommy Arnold	ODOT District 8	
Bill Baum	Urban Sites	Realtor
Patti Beggs	Cincinnati Opera	General Manager
Chris Bortz	Cincinnati City Council	
Matthew Bourgeois	Clifton Heights	Director
Tony Brown	Uptown Consortium	President and CEO
Suzanne Burke	Council on Aging	Executive Director
Eileen Enabnit	City of Cincinnati	Director, DOTE
Tom Ewing	Cincinnati Chamber of Commerce	
David Ginsburg	Downtown Cincinnati, Inc. (DCI)	President and CEO
Robert Harris	Former SORTA Board Member	
Kathy Holwadel	Ink Tank	Director
Louise Hughes	Proctor and Gamble	Director of Government Affairs
Betty Hull	Port Authority Board	Member
Joan Kaup	OTR Chamber of Commerce	President





Arlene Kauth	DCI	Vice President for Small Business
Jack Keating	Property Advisors	
Martha Kelly	City of Cincinnati	Acting City Traffic Engineer
Greg Landsman	Cincinnati Freedom Center	
Diana Martin	ODOT District 8	Planning and programming Administrator
Michael Moose	Glaserworks	Principal
Chad Munitz	3CDC	
Kathleen Norris	Gateway OTR	
Bob Pickford	Findlay Market	President
Mark Policinski	OKI	Executive Director
Albert Pyle	Mercantile Library	Director
Roxanne Qualls	NKU	School of Public Policy
Walter Reinhaus	OTR Community Council	
Nick Sanders	Nicholson's Pub	Owner
Tom Scheffer	Federated Department Stores	
John Schneider	Alliance for Regional Transit	Chairman
Kristofer Sommer	Urban Sites Properties	
Brian Tiffany	OTR Chamber of Commerce	
Reggie Victor	City of Cincinnati	Supervising Planner
Tom Williams	Cincinnati Reds	
Chip Wood	Duke Energy	

Stakeholder Working Group: Three formal SWG meetings were held throughout the feasibility study. The kick-off meeting for the SWG was held on March 6, 2007 providing the opportunity to educate the group on streetcars, to provide an overview of SWG roles and responsibilities, and to outline the scope and schedule for the Feasibility Study. Additional SWG meetings were held on March 20 and May 18, 2007 to confirm the proposed study alignment, and to review preliminary findings of the analysis of costs, benefits and impacts of the proposed streetcar. The SWG provided invaluable input and feedback to the City staff and consultant team in the conduct of the study.

Public Involvement Plan: Attached on the following pages is a copy of the Public Involvement Plan originally prepared for the study in November, 2006.

